

Much like characters in a role-playing game, everyone on a successful team plays a unique part. When certain challenges arise, you need to know whose strengths will best match the task. Here are a few key personality types to look for.

### **The Agitator**

Strength:

Questions the status quo, outspoken

Weakness:

Abrasive, needs prodding to work well with others

Weapon:

Impatience

Battle cry:

"What I cannot create, I do not understand." — Richard Feynman, physicist

Defining moment:

The Agitator is the flint that sparks innovation within the team. An unwillingness to accept things as they are and propensity for speaking out can often trigger real and important change.

Hero:

Virgin founder and CEO Richard Branson

### **The Wild Card**

Strength:

Skill and dedication, if you can find the key to motivating him

Weakness:

Lackluster performance if you can't

Weapon:

Latent energy

Battle cry:

"Tell me and I'll forget. Show me and I'll remember. Involve me and I'll understand." —

Confucius

Defining moment:

The Wild Card has a moment of clarity when he realizes the importance of the company vision and feels invested in its success. After that, you might mistake him for the Workhorse — or even the Expert.

Hero:

Director Quentin Tarantino

### **The Leader**

Strength:

Execution, ability to get team on board and invested in new ideas

Weakness:

Often gets all the credit for the Agitator's ideas, can be subject to swollen ego

Weapon:

Esteem

Battle cry:

"Do you want to spend the rest of your life selling sugared water, or do you want a chance to change the world?" — Steve Jobs

Defining Moment:

Any opportunity to address the troops. An ability to inspire the rest of the team with a clear and dramatic vision puts momentum behind ideas.

Hero:  
Jack Welch

### **The Workhorse**

Strength:  
Focus, work ethic, dogged determination  
Weakness:  
Can sometimes be slow to adapt to new ways, resistant to change  
Weapon:  
Follow-through  
Battle cry:  
"Victory belongs to the most persevering." — Napoleon Bonaparte  
Defining moment:  
Reliable and determined, the Workhorse is the finisher and will ensure that the job gets done.  
Hero:  
Baseball's ultimate everyday player, Cal Ripken, Jr.

### **The Glue**

Strength:  
Communication — the glue that brings the team together, especially in difficult times  
Weakness:  
More effective in times of crisis than when things are running smoothly  
Weapon:  
Charm  
Battle cry:  
"When dealing with people, remember you are not dealing with creatures of logic but creatures of emotion." — Dale Carnegie  
Defining moment:  
When rifts appear in the team or progress has stalled, the Glue smoothes things over or suggests who might be able to get the wheels turning again.  
Hero:  
eBay CEO Meg Whitman

### **The Expert**

Strength:  
Vast knowledge of a subject area, its major players, and its most useful sources of information  
Weakness:  
Information doesn't always translate to innovation  
Weapon:  
Encyclopedic brain  
Battle Cry:  
"The desire of knowledge, like the thirst for riches, increases ever with the acquisition of it."  
— Irish writer Laurence Sterne  
Defining Moment:  
When an intellectual or informational snag is slowing the process, the Expert has the solution. However, team members often need to approach him, since his active mind is frequently occupied.  
Hero:  
Java engineer James Gosling

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